

# Corporate Presentation

## Process Improvement Initiatives

Using CMMI-DEV, CMMI-ACQ, CMMI-SVC and  
People CMM with Six Sigma

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*Chief Executive Officer*

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## SCOPE

- **Who we are and what we do?**
- **Introduction to Process Benchmarks**
- **Case Study: Intelligroup Asia Pvt. Ltd.**
  - **Process Roadmap for the Advanced Development Center (ADC)**
  - **Software CMM Accomplishments for ADC**
  - **People CMM Accomplishments for ADC**
- **Suggested Approach for our customers**

## Founder: Raghav Nandyal

### *Introduction*

- **MSEE, Illinois Institute of Technology - Chicago**
- **Software Engineering positions at Motorola**
- **Senior Management position in NYNEX Science & Technology**
- **Senior Management positions ranging from Program Manager to Head-Emerging Technologies for LG**
- **General Manager Corporate R&D, Chief Process and Quality Officer Intelligroup, Inc.**
- **Chief Executive Officer, SITARA Technologies Pvt. Ltd.**
  - ▶ **High Maturity Lead Appraiser:** CMMI-DEV, CMMI-ACQ & People CMM
  - ▶ **SEI Authorized Instructor:** Introduction to CMMI, Acquisition Supplement Instructor, Introduction to People CMM
  - ▶ **Severed as an SEI Observing Lead Assessor on 3 Candidate Lead Assessor authorizations**
  - ▶ **Author of 3 Books:** People CMM, CMMI, Making Sense of Software Quality Assurance (Tata McGraw-Hill)

## Who we are and what we do?

### *Introduction*

- SITARA Technologies Pvt. Ltd. Established in India on November 30, 2000
- Business Model
  - ▶ Transition Partner: Software Engineering Institute
  - ▶ Associate Relationships: Eirenicon LLC, and PEP, Inc.
- Core Competency:
  - ▶ Strategic Management Consulting with a focus on High Maturity Consulting and Appraisals
- One of the very early transition partners with the Software Engineering Institute on the CMMI framework with '**Worldwide License Territory**'
- SITARA Technologies, Inc. established in the US on February 21, 2003 as a research & development center



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- Partner News
- Ethics and Compliance Policies
- Forms and Presentations
- FAQ
- Contact

### SEI Partner Directory

- SEI Partners
- SEI Authorized Individuals
- Published Appraisal Results

### SEI Current Partners

- Identity Guidelines
- Resource Center
- BPoC Directory Login

### SEI Partner Network | Carnegie Mellon

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#### SITARA Technologies Pvt. Ltd.

##### Partner Statement

SITARA Technologies is a professional services company with core competencies in strategic management consulting, and high maturity process assessments using the Software CMM, People CMM, and the CMMI. SITARA Technologies, Inc., in the USA, is a dedicated research and development center conducting pioneering research in Software Strategies, Competency Management, Software Metrics, Process Automation, and building self-sustaining process improvement programs. SITARA's proprietary work products and professional services have been rendered in world-class companies such as Affiliated Computer Services, LG-EDS Systems, Inc (South Korea), Motorola (India, Malaysia), Satyam Computer Services Ltd., Network Solutions Ltd. (India), and Visteon Software Operations (India), to name a few. SITARA specializes in high maturity process appraisals. SITARA provides SEI authorized Introduction to CMMI. We would be glad if you could visit us at [www.SITARATECH.com](http://www.SITARATECH.com)! We Thank You for your Interest to Know SITARA!

##### Corporate Headquarters

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##### Point of Contact

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##### SEI Products & Services Offered

###### [CMMI Product Suite](#)

- CMMI for Acquisition  
- Worldwide
- Introduction to CMMI  
- Worldwide
- SCAMPI Appraisal Services  
- Worldwide

###### [People CMM Product Suite](#)

- Introduction to PCMM  
- Worldwide
- SCAMPI with PCMM Appraisal Services  
- Worldwide

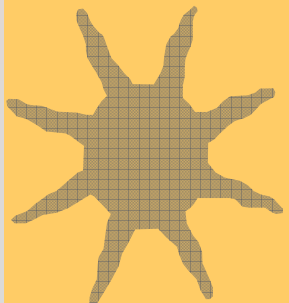
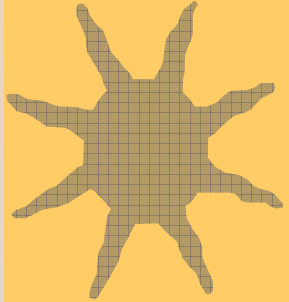
##### Other Office Locations

Bangalore, India  
Thornton, CO, United States  
Hyderabad, India

## Who we are and what we do?

### *Introduction*

- Grew out of management consulting and implementation experience ...
- in diverse technologies and development environments such as –
  - ▶ Real-time Application Software Development
  - ▶ Telecommunication industry
  - ▶ Systems Integration
  - ▶ Application development using COTS (Commercial Off The Shelf software) integration
  - ▶ ERP Implementation & Product Development
  - ▶ Systems software development
  - ▶ Software Acquisition and Integration
  - ▶ Software Services Applications
  - ▶ Networking Applications
  - ▶ Embedded Software Applications
  - ▶ Software Development in Research and Development Environments



## Who we are and what we do?

### *Introduction*

## **SITARA Technologies Management Philosophy**

**"Building relationships based on trust and esteem for human dignity."**

### **Our Values**

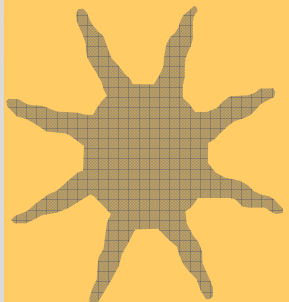
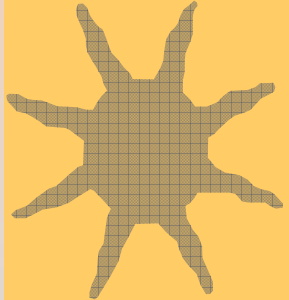
**"Learn, leverage and realize value entitlement in the shortest possible time while building relationships"**

### **Our Mission**

**"Excellence Combining Expertise – in everything we do!"**

# **SITARA**

Excellence Combining Expertise™



## Who we are and what we do?

### *Change Management and Strategic Consulting*

## Selected CMM, People CMM Implementation References

### **NYNEX Science & Technology (USA)**

Size of the organization - 600 people with revenues of approximately \$800 million [1.5 years - Consulting]

### **LG-EDS Systems, Inc. (South Korea)**

Size of the organization - 2000 people with revenues of \$500 million [2 years - Consulting & Assessments]

### **Intelligroup, Inc. (India, USA)**

Size of the organization - 1800 people with revenues of \$185 million in '99 [3 years Consulting & Assessments]

### **BharatPlanet.com Ltd. (India)**

Size of the organization – 75 people (A Group company of a large Indian company (TTK Group) [Assessment]

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## Who we are and what we do?

### *Change Management and Strategic Consulting*

#### Selected CMM, People CMM Implementation References

##### **Large Insurance Company, USA**

Size of the organization - 3000 people with revenues of over \$1 Billion  
[People CMM Assessment]

##### **SPAN Systems Corp. (India)**

Size of the organization – 200+ people [Training & Assessment]

##### **VISTEON Software Operations (India)**

Size of the organization – 150+ people [Consulting & Assessment]

##### **Celstream Technologies Pvt. Ltd. (India)**

Size of the organization – 150+ people

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## Who we are and what we do?

### *Change Management and Strategic Consulting*

#### **Selected High Maturity CMMI Implementation Partner Sites**

##### **MOTOROLA India Electronics Pvt. Ltd. (India)**

Size of the organization - 1000 people [Consulting & SCMAPI Appraisal]

##### **Network Solutions Ltd (India)**

Size of the organization – 900+ people [Consulting & SCAMPI Appraisal]

##### **MOTOROLA Global Software Group (Malaysia)**

Size of the organization – 150+ people [Consulting & SCAMPI Appraisal]

##### **SATYAM COMPUTER SERVICES LTD. (India – Major business units)**

Size of the organization – 5000+ people [Consulting & SCAMPI Appraisal]

##### **ACS Inc.**

Size of the organization – 800+ people [Consulting & SCAMPI Appraisal – Global rollout]

##### **Intelligroup Asia Pvt. Ltd.**

Size of the organization – 1000+ people [Consulting & SCAMPI Appraisal]

##### **PPS Infotech**

Size of the organization – 50+ people [Consulting & SCAMPI Appraisal]

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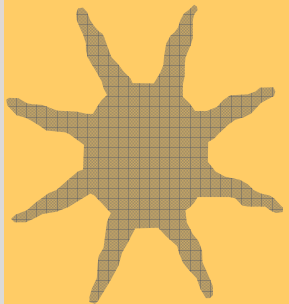
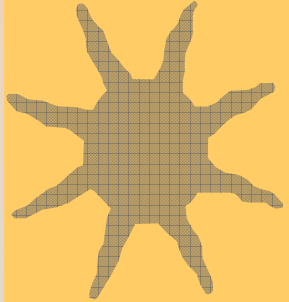
## Who we are and what we do?

### *Change Management and Strategic Consulting*

#### ● **Miscellaneous Services (Selected References)**

- ▶ ACS Inc.,
- ▶ Celstream Technologies
- ▶ Deloitte Consulting
- ▶ Intelligroup Asia Pvt. Ltd.
- ▶ L&T Emsys
- ▶ Nationwide
- ▶ PPS Infotech
- ▶ Satyam Computer Services (India)
- ▶ SSi Technologies Ltd.
- ▶ TUV Rheinland (India) Private Limited
- ▶ vMoksha Technologies Pvt. Ltd. (India)
- ▶ WIPRO Technologies Ltd.

# About The Capability Maturity Models: *Introduction*



## ● Capability Maturity Models

- ▶ CMM for Software (**Sunset Date: Dec 31 2005**)
- ▶ Systems Engineering
- ▶ People CMM
- ▶ Software Acquisition
- ▶ CMMI-DEV
- ▶ CMMI-ACQ
- ▶ CMMI-SVC

## Introduction To Process Benchmarks:

### *Objectives*

- **Other skills and ideas from diverse areas such as Family Therapy, NLP, Organizational Paradigms and The Fifth Discipline may be necessary to leverage the full benefits**
- **How to use SW-CMM as a leverage tool in your organization to obtain economy of means in your other change initiatives (Ex., People-CMM)**
  - ▶ **Software CMM is designed to create an organization of learners**
- **Process Orientation & breaking up complexity already exists as a vision in our collective experience & imagination**
- **However for the Process Improvement Initiative to be successful-**
  - ▶ **Has to be homegrown while looking beyond your organizational boundary for ideas**

## Introduction To Software CMM:

### *Definition of Software Process*

“A set of activities, methods, practices, and transformations that “people use **[create]\***” to develop and maintain “software & associated products”

(e.g., project plans, design documents, code, test cases, user manuals, etc.)”

- From CMU/SEI-93-TR-24

**\* SITARA's version**

## Introduction To Software CMM:

### *Process Motto*

**“The quality of a software system is governed by the quality of the process used to develop and evolve it.”**

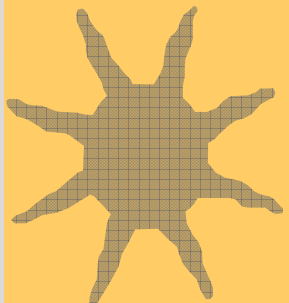
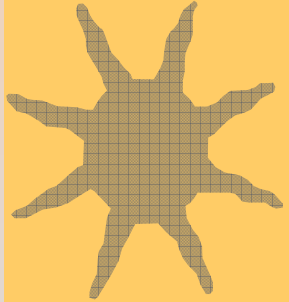
**- Watts S. Humphrey**

***E.g., In cricket, the stroke used to get a sixer is the process, ... sixer is the product.***

## Introduction To Software CMM:

### *What is Process Maturity?*

- **Maturity indicates both the richness of an organization's software process and the consistency with which it is applied in projects throughout the organization - CMU/SEI-93-TR-24**
- **Simple Version: Degree to which outcome of software process is predictable**



# Introduction To Software CMM:

## *The Five Levels of Maturity*

### **Level 1: INITIAL**

#### **Level 2: REPEATABLE (At a Project Level)**

Know what to do about things that have been done

#### **Level 3: DEFINED (At an Organization Level)**

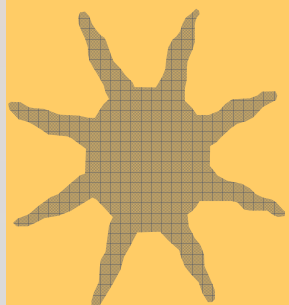
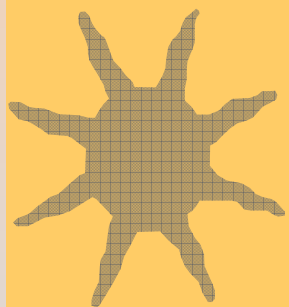
Choices well defined when process decisions have to be taken

#### **Level 4: MANAGED (At a Project Level)**

Managing according to data. Choices driven by data.

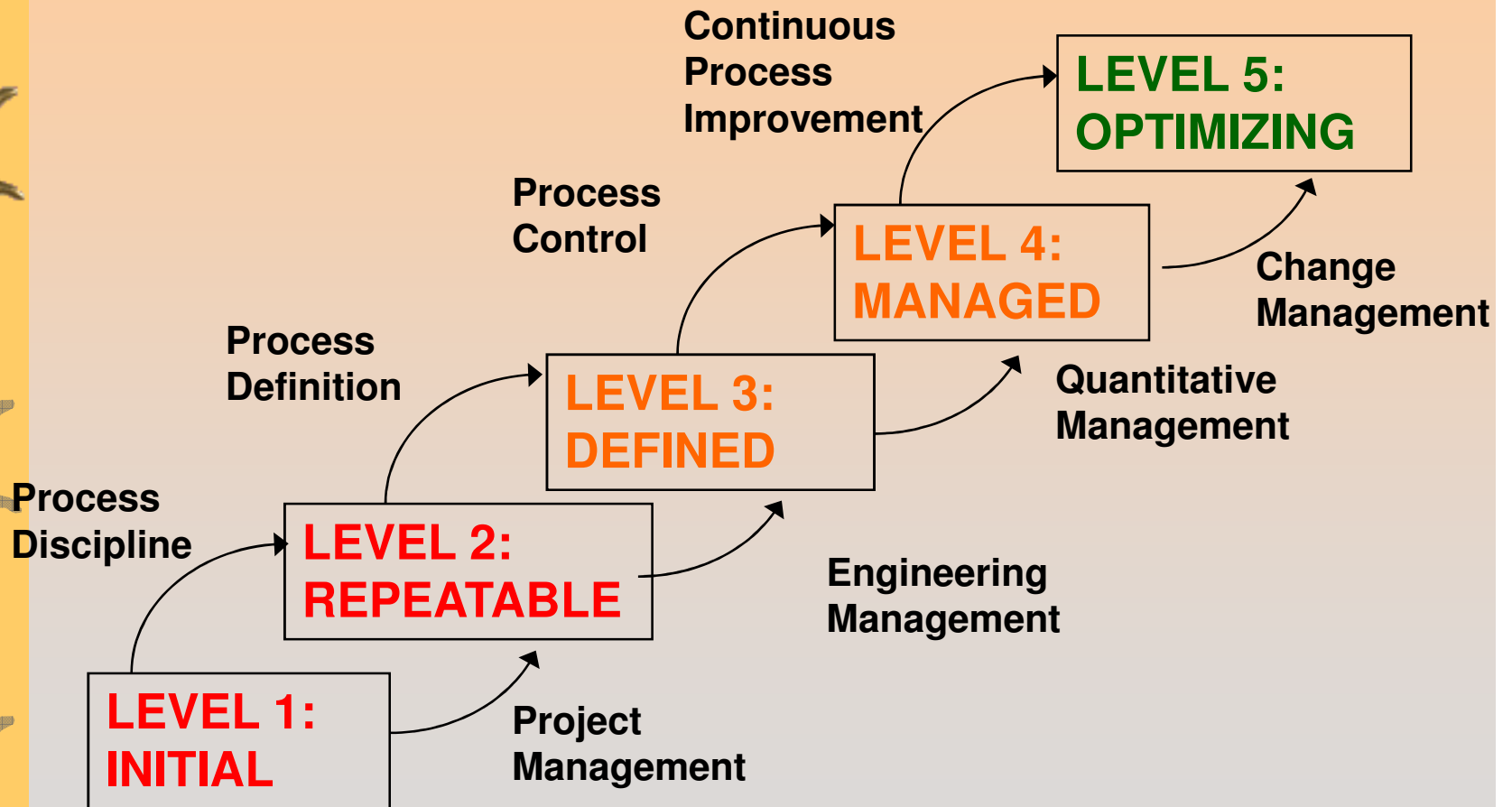
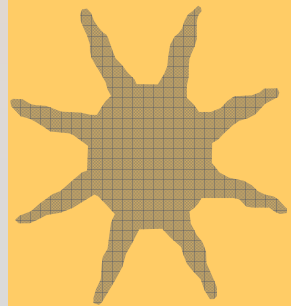
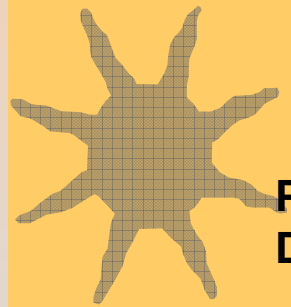
#### **Level 5: OPTIMIZING**

Continuous Data Collection using better collection techniques



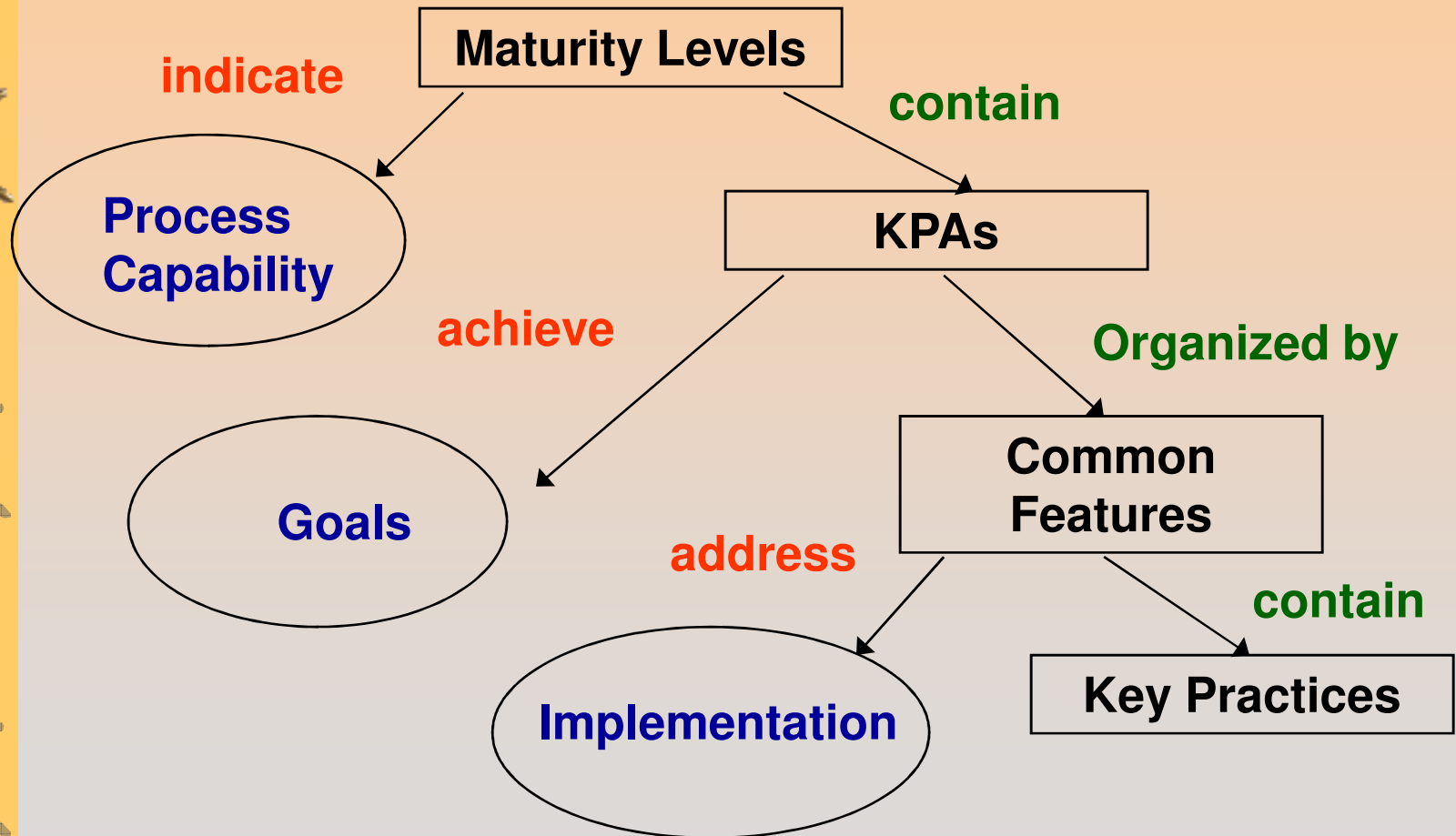
# Introduction To Software CMM:

## *Maturity Framework*



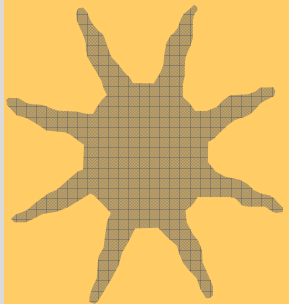
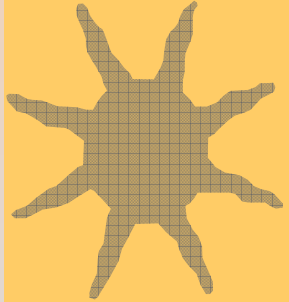
# Introduction To Software CMM:

## Structure of the Software-CMM



# Introduction To Software CMM:

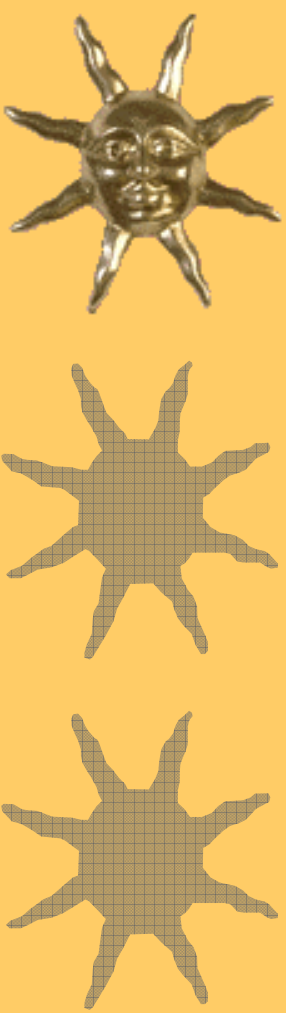
## *Common Features*



- **Implementation**
  - ▶ **Activities Performed**
  
- **Institutionalization**
  - ▶ **Commitment to Perform**
  - ▶ **Ability to Perform**
  - ▶ **Measurement & Analysis**
  - ▶ **Verifying Implementation**

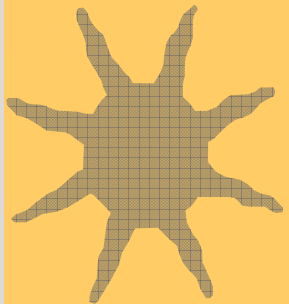
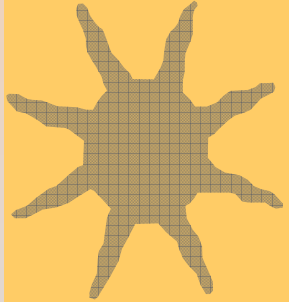
## Introduction To Software CMM:

### *Maturity Framework*

- 
- **Process Improvement Initiatives are similar to software projects**
    - ▶ **Process Improvement Initiatives must be adequately staffed & funded**
    - ▶ **Process Improvement Initiatives need to be kicked-off just as any other time critical project**
    - ▶ **Process Improvement Plan is analogous to a Software Project Plan & requires to be tracked to closure**
    - ▶ **Assessment findings and recommendations are analogous to software requirements**

## Introduction To Software CMM:

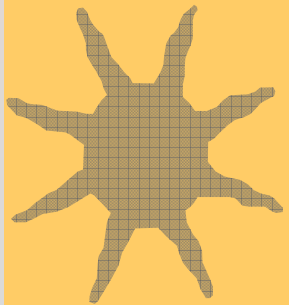
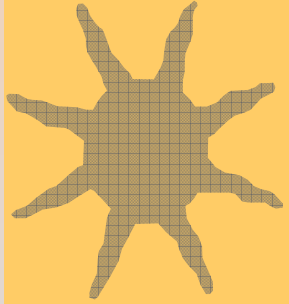
### *Areas Addressed by CMMI and Software-CMM*



- **Project Management**
- **Configuration Management**
- **Quality Assurance and Quality Management**
- **Process Definition**
- **Process Management & Control**
- **Training & Resource Development**
- **Software Engineering Management**
- **Change Management**
- **Engineering**
- **Quantitative Modeling of Process Performance**

## Introduction To Software CMM:

### *Initial - LEVEL 1*



**Lack of consistency in project execution**

**Staffing of projects with adequate skills is often inadequate**

**Workforce is often fire-fighting and putting out fires**

**Measurement of performance is considered UNSAFE!**

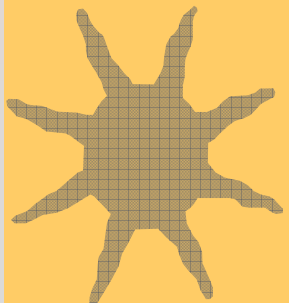
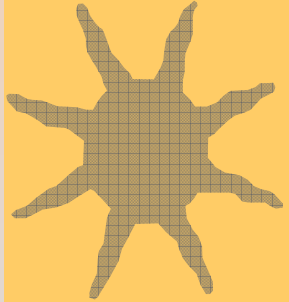
**Unskilled Incompetence**

**Default level of operation - NO Key Process Areas**

**Culture of CHAOS**

## Introduction To Software CMM:

### *Repeatable - LEVEL 2*



**Focus on configuration management**

**There is a good sense for commitment management**

**Discipline and process artifacts exist at the project level**

**Unskilled competence**

**Greater consistency within groups**

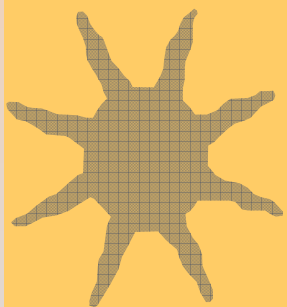
**Culture of COMMITMENT**

## Introduction To Software CMM:

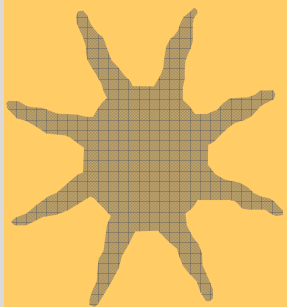
### *Defined - LEVEL 3*



**Technical process for project is based upon tailoring of institutionalized standards**



**Project roles are clearly defined and staff is required to be trained in standard methods**



**Technical and management activities are guided and synchronized by the defined process**

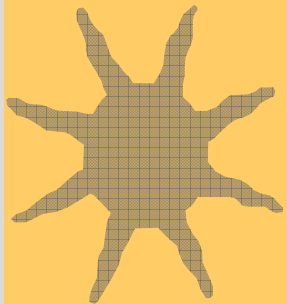
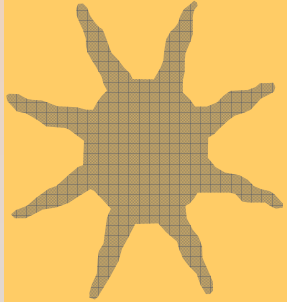
**Project outcomes become more predictable**

**Skilled Competence**

**Culture of BEST PRACTICES**

## Introduction To Software CMM:

### *Managed - LEVEL 4*



**Special cause process variations have an explanation**

**Focus is on high predictability of samples of process**

**Management of process is on numbers**

**Quantitative goals in interpreting Quality with High predictability is achieved not only for each project as a whole, but also for each step of the project's process**

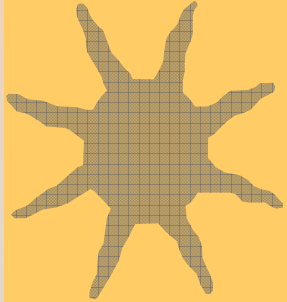
**Standards for alignment of performance across all units is established**

**Culture of MANAGED PRACTICES**

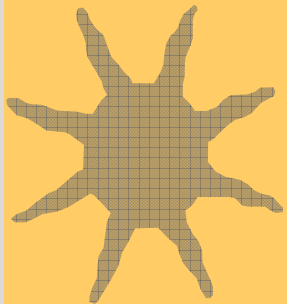
## **Introduction To Software CMM: *Optimizing - LEVEL 5***



**Causes of errors are analyzed, and steps are taken to prevent similar errors in the future**



**New technologies are regularly reviewed to see how they can foster further improvement**



**Continuous process improvement, always the goal, finally becomes achievable**

**Trials of such practices are run before they are transferred into use throughout the organization**

**Culture of CONTINUOUS IMPROVEMENT & EMPOWERMENT**

## Introduction To People CMM:

### *The Five Levels of Maturity*

#### **Level 1: INITIAL**

#### **Level 2: MANAGED (At an organizational level)**

Managers take responsibility for Managing & Developing people

#### **Level 3: DEFINED**

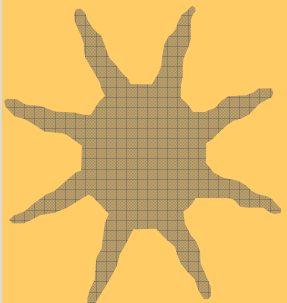
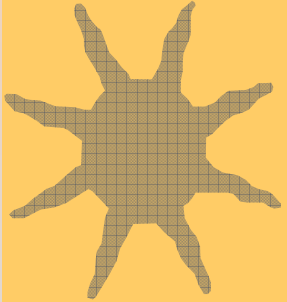
Competency based workforce practices

#### **Level 4: PREDICTABLE (At an organizational level)**

Team-based and quantitatively managed workforce practices

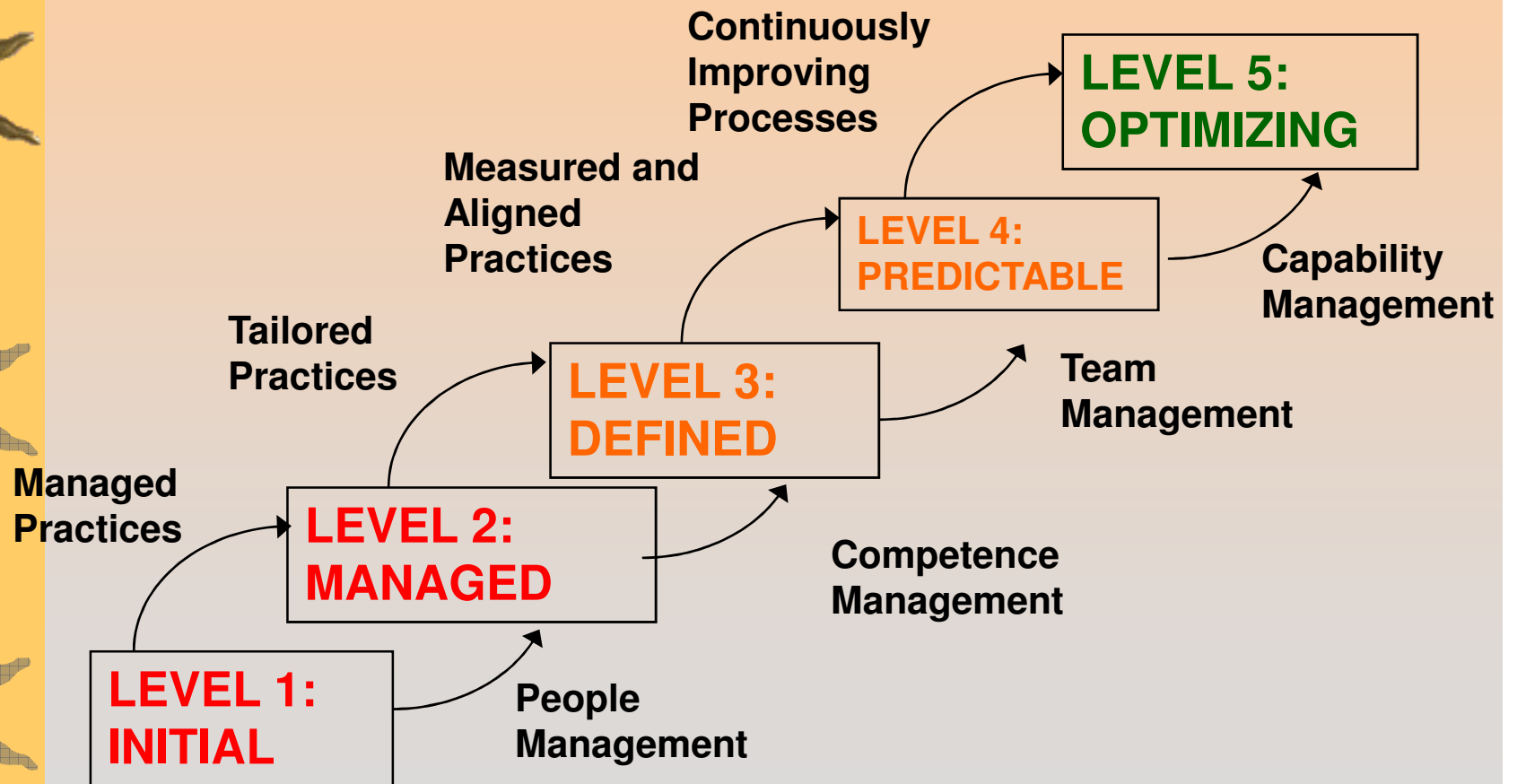
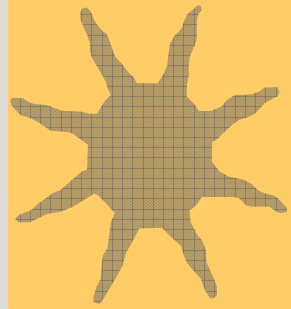
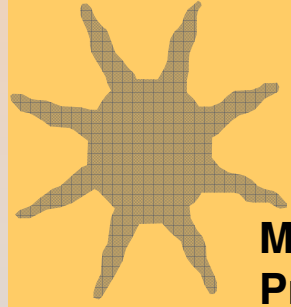
#### **Level 5: OPTIMIZING**

Continuous workforce improvement



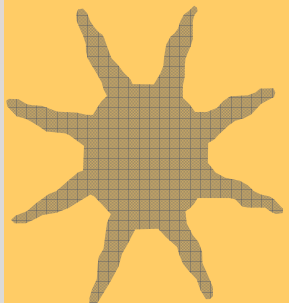
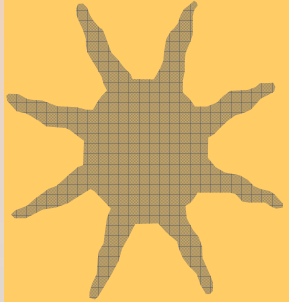
# Introduction To People CMM:

## *Maturity Framework*



## Introduction To People CMM:

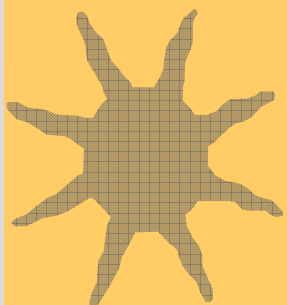
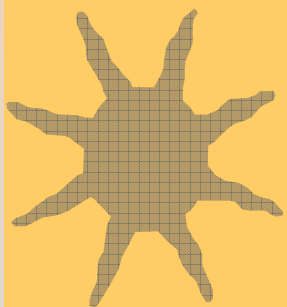
### *Areas Addressed by People-CMM*



- **Career Development**
- **Compensation**
- **Competency Development**
- **Culture Development**
- **Communication**
- **Performance Management**
- **Training**
- **Team Building**
- **Staffing**
- **Work Environment**

## Introduction To People CMM:

### *Initial - LEVEL 1*



**Lack of consistency in talent utilization & efforts to improve it**

**There is no clear performance guidelines for performance management of members on the teams**

**Compensation is visibly driven towards an overtime system**

**Guidance to conduct performance appraisals or position requisition activities is inadequately supported**

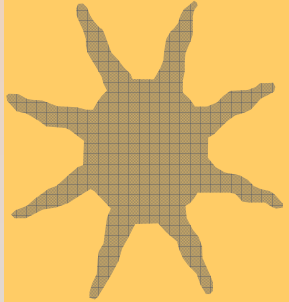
**Culture of CHAOS**

## Introduction To People CMM:

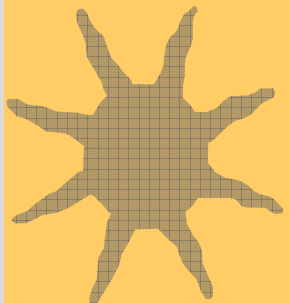
### *Repeatable - LEVEL 2*



**Factors that prevent people from performing their work effectively are addressed**



**Disturbance to work environment is identified and eliminated**



**Those assigned workforce management duties are trained to perform such duties and they accept responsibility for ensuring that practices are performed effectively**

**Workforce development is a core value**

**Culture of COMMITMENT**

## Introduction To People CMM:

### *Defined - LEVEL 3*

**Organization is sensitive to published surveys and uses it for tailoring people management practices**

**Core competencies are studied and analyzed**

**Knowledge & skills necessary for growing core competencies are analyzed in each unit**

**Organization makes every attempt to retrain individuals with skills that are no longer needed**

**Culture of PROFESSIONALISM**

## Introduction To People CMM:

### *Managed - LEVEL 4*

**Quantitative objectives for growth in core competencies are established**

**More formal competency based teams, and team building. Individual mentoring is used widely**

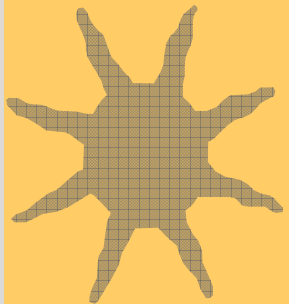
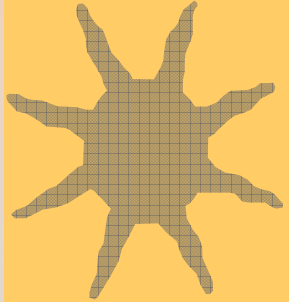
**Alignment of performance at different levels, are analyzed to determine trends, and are tracked against objectives**

**Staff capability is known, and future trends in workforce capability and performance can be predicted**

**Culture of COMPETENCIES**

## Introduction To People CMM:

### *Optimizing - LEVEL 5*



**Innovative ways to improve organizational performance and competency is continually explored**

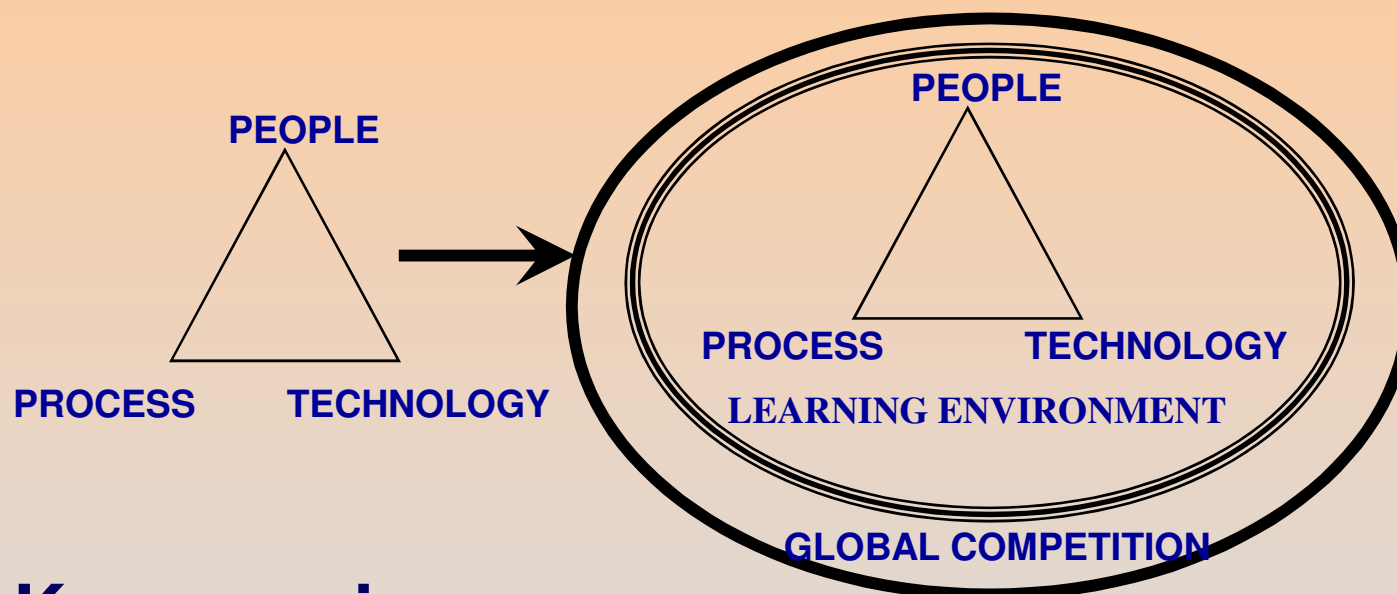
**Alternative practices for workforce development are explored using current data on the effectiveness**

**Trials of such practices are run before they are transferred into use throughout the organization**

**Guidance from senior and more experienced individuals to junior staff to predict & interpret trends is available as a formal activity**

**Culture of CONTINUOUS IMPROVEMENT & EMPOWERMENT**

## Importance of People Issues



### Key premise:

- Recruitment, development & rewarding people are themselves processes which require improvement
- Interpersonal skills development is inherent in the people CMM

## Importance of People Issues

**Champion: Actually has no power to implement change but requires a sponsorship.**

**If Project Leaders are champions, they are the best bet for CMM assessment team & SEPG members**

<b>Sponsor</b>	<b>:</b>	<b>Authorizes Change</b>
<b>Change Agent</b>	<b>:</b>	<b>Implements Change</b>
<b>Target</b>	<b>:</b>	<b>Changes</b>
<b>Champion</b>	<b>:</b>	<b>Believes &amp; requests support</b>
<b>Process Owner</b>	<b>:</b>	<b>Takes responsibility for defining &amp; maintaining process assets</b>

**Remember: Focus on Fixing Process, Not People**

## Case Study:

*Intelligroup Asia Pvt. Ltd.*

### *Process Improvement Roadmap:* *Advanced Development Center*



# SW-CMM Consultancy & Assessment

## *Typical Approach*

### Phase 1

#### Executive Management Overview and Mini-Assessment

**(1 Day)** Executive Management Session – Involves interacting with the senior management of the customer to establish the context and provide a well defined roadmap

**(5 Days)** On-site activities. Mini-assessment of process capability. Report the results of the mini-assessment to executive management.

**(1 Day)** Overview of the Software CMM for no more than 20 individuals of the customer

# SW-CMM Consultancy & Assessment

## *Typical Approach*

### **Phase 2**

**Process Engineering for 9~11 months (approximately)**

**Scope determination using mini-assessment**

**Introduction to Software CMM training as a prerequisite to train the Assessment Team**

**Assessment Team will be trained with the formal CBA-IPI assessment method usually 3 months in advance**

## SW-CMM Consultancy & Assessment

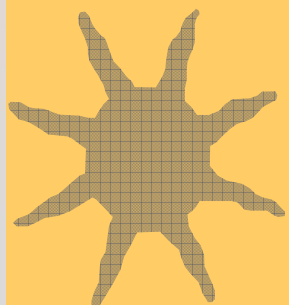
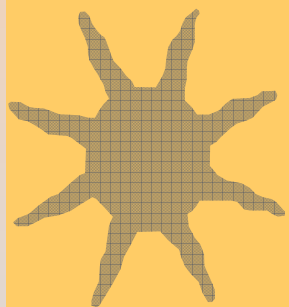
### *Typical Approach*

#### **Phase 3**

**Formal CBA-IPI (Typically done in month 12)**

**Formal CBA-IPI assessment at the next level after 9 months of deployment**

**Formal CBA-IPI assessment of the site (5 to 6 days engagement for a single location)**



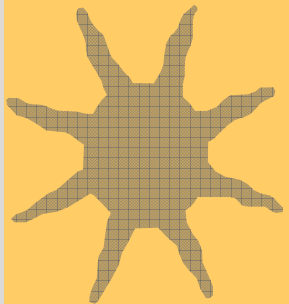
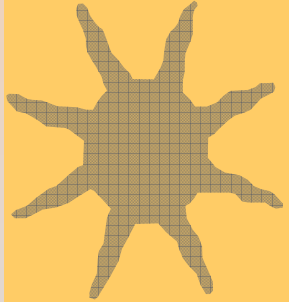
# SW-CMM Consultancy & Assessment

## *Typical Approach*

### **Phase 4**

#### **Post Assessment Support**

**Ongoing support to accomplish higher process capability after phase 2 will be rendered after contract renewal and contract negotiations are made along with fresh proposals**



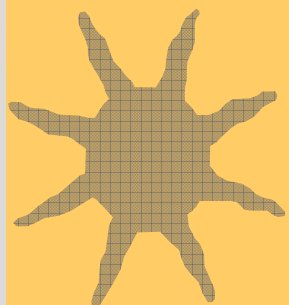
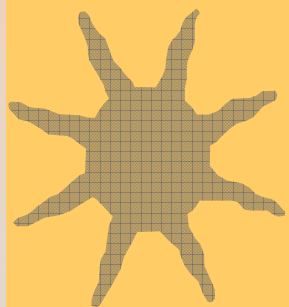
## People-CMM Consultancy & Assessment

### *Typical Approach*

#### **Phase 1 – PREPARING PHASE (Normally 2 months)**

##### **Sub Phase 1 - 5 days On-site.**

- Kick-off of People CMM assessment process
- Organize teams
- Understand site culture
- Determine a rough estimate of process capability using a mini-assessment
- Set senior management expectations using the results of the mini-assessment
- Provide recommendations on “soft” weaknesses that can be fixed before the formal assessment in month 5.
- Remote and onsite support for the next 45 days



## People-CMM Consultancy & Assessment

### *Typical Approach*

#### **Phase 2 – SURVEYING PHASE (Normally 2 months)**

##### **Sub Phase 2 - 5 days On-site.**

- Team Training on People CMM framework
- The needed Assessment Team Training using the licensed material. (Done in month 3)

##### **Sub Phase 3 - 5 days On-site.**

- Questionnaire Administration to a sample from the organization
- Sending responses to TeraQuest for analysis.

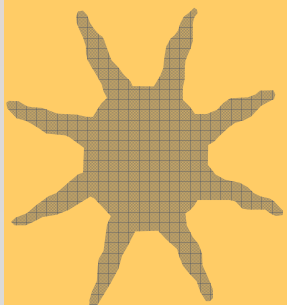
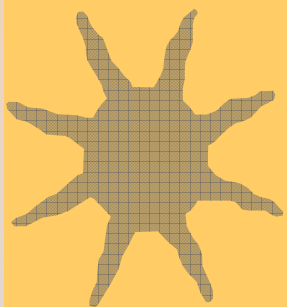
## People-CMM Consultancy & Assessment

### *Typical Approach*

#### **Phase 2 – SURVEYING PHASE (Normally 2 months)**

##### **Sub Phase 4 - 18 days Off-site.**

- Rank Questionnaire Analysis Results
- Provide impressions from analysis to site
- Identify critical areas to probe during assessment
- Appraise organization's Assessment Team



## People-CMM Consultancy & Assessment

### *Typical Approach*

### **Phase 3 – ASSESSING PHASE (Normally 1 month)**

#### **Sub Phase 5 - 5 days Off-site & 5 days On-site.**

- Identify stakeholders and conduct briefings
- Obtain resources for assessment
- Do initial document review
- Script questions for assessment by Assessment Team
- Formal People CMM assessment: On-site structured in the SEI recommended pattern

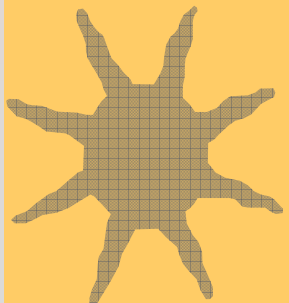
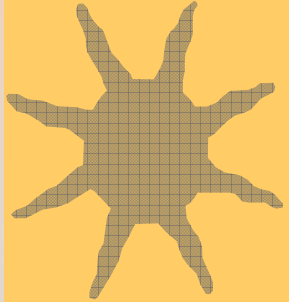
## People-CMM Consultancy & Assessment

### *Typical Approach*

#### **Phase 4 – REPPORTING PHASE (Normally 1 month)**

##### **Sub Phase 6 - 2 days On-site & 5 days Off-site.**

- **Report results to SEI and TeraQuest**
- **Tear-down the assessment**
- **Facilitate development of Action Plan**
- **Support for 5 days to plan implementation of recommendation**



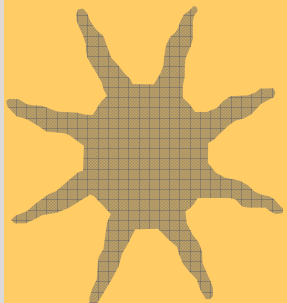
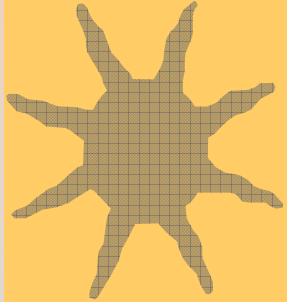
# CMMI Consultancy & Appraisal

## *Typical Approach*

### Phase 1

#### Executive Management Overview and Class B Appraisal

- **(1/2 Day) Executive Management Session** – Involves interacting with the senior management to establish context and provide a well defined roadmap
- **(5 Days) On-site activities.** Class B Appraisal of process capability. Report the results of the mini-assessment to executive management.
- **(2 Days) Overview of CMMI – CMMI as a Second Language** [Over 50 sessions for customers such as Motorola India, Network Solutions, Motorola Malaysia, Intelligroup, ACS, Satyam covering about 3000 people from January 2001~December 2005]



# CMMI Consultancy & Appraisal

## *Typical Approach*

### Phase 2

#### Process Engineering for 9~11 months (approximately)

- Work as a CMMI Implementation partner with the customer (combination of training, consulting and process engineering activities)
- Scope of implementation: As determination using a Class B appraisal
- Introduction to CMMI training as a pre-requisite to train the Assessment Team
- Assessment Team will be trained with the formal SCAMPI assessment method usually 3 months in advance
- PIID (Practice Implementation Indicator Identification) process leading into Phase 3

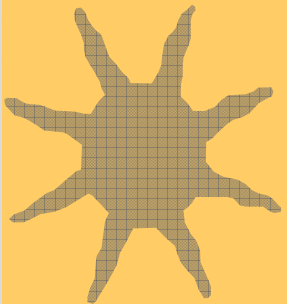
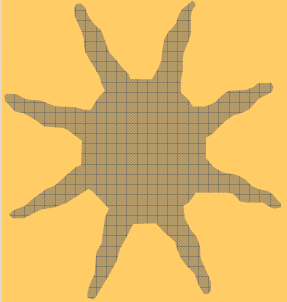
# CMMI Consultancy & Appraisal

## *Typical Approach*

### Phase 3

#### Formal Class A Appraisal (Typically done in month 12)

- (5~6 Days) Formal Class A Appraisal with a pre-determined scope after about 9 months of deployment

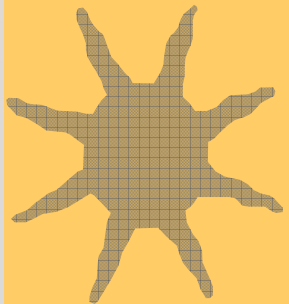
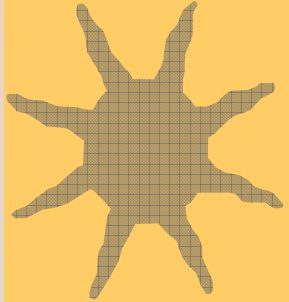


# CMMI Consultancy & Appraisal

## *Typical Approach*

### **Phase 4** **Post Assessment Support**

- **Ongoing support to accomplish higher process capability after phases 2 & 3 will be rendered after contract renewal and contract negotiations are made along with fresh proposals**



## NEXT STEPS

### *Consulting Services*

#### **BENEFITS TO THE CUSTOMER**

- Highly focussed strategic consulting in designated core competencies of SITARA Technologies
- Relatively low ongoing investment with enduring & timely service compared to international rates
- Guaranteed Customer Satisfaction & Employee Value Addition
- High Return on Investment with Accelerated Cycle-time

#### **LEVERAGE POINTS**

- Requires a focussed study of customer value proposition
- Relationship orientation - Forging a Win-Win agreement
- 1 year of ongoing consultancy & assessments for best results

## NEXT STEPS

### *Assessment Services*

#### **BENEFITS TO THE CUSTOMER**

- Conduct check-point appraisals (Class B or C) in intervals of 4 months and provide recommendations
- Provide an action plan for a continuous process improvement program
- Conduct a Class A SCAMPI assessment using SITARA's SEI authorized Lead Assessor
- Provide SW-CMM or SEI Authorized Introduction to People CMM Model Training
- Provide the necessary overview and the SEI authorized training on Introduction to CMMI V1.2, Acquisition Supplement or Introduction to People CMM V2.0

#### **LEVERAGE POINTS**

- Highly credible appraisals at a fraction of international rates
- Continuity of purpose with a view to internalize appraisal recommendations

**For more information: Please contact ...**

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**Thank you ...  
For your interest in SITARA!**